

UMZUMBE MUNICIPALITY

ANNUAL REPORT FOR 2007-2008



Umzumbe Municipality

Annual Report 2007/2008



PREPARED BY: PLANNING DEPARTMENT

P.O. BOX 561, HIBBERDENE, 4220

TEL: 039-9720005

FAX: 039-9720099

TABLE OF CONTENTS

MAYOR'S FOREWORD

MUNICIPAL MANAGER'S FOREWORD

EXECUTIVE COMMITTEE

COUNCILLORS

MANAGEMENT TEAM

CHAPTER 1:

INTRODUCTION AND OVERVIEW

MISSION, VISION AND VALUES

CHAPTER 2:

MUNICIPAL PROFILE AND SITUATIONAL ANALYSIS

INSTITUTIONAL ARRANGEMENTS, ROLES AND

RESPONSIBILITIES

CHAPTER 3:

STRATEGIC FOCUS AREAS OF DEVELOPMENT

BASIC SERVICE DELIVERY & INFRASTRUCTURE

LOCAL ECONOMIC DEVELOPMENT

INSTITUTIONAL TRANSFORMATION & ORGANISATIONAL DEV

GOOD GOVERNANCE AND DEMOCRACY

FINANCIAL VIABILITY

CHAPTER 4:

COMMUNICATION STRATEGY AND PARTICIPATION

CHAPTER 5: DEPARTMENTAL PERFORMANCE HIGHLIGHTS

Corporate Services

Technical Services

Planning, LED and Community Services

Youth Development

Financial Services

TABLES

Table 1: Municipal Profile

Table 2: Socio-Economic Information

Table 3: Institutional Arrangements, Roles and Responsibilities

GRAPHS:

Graph 1: Municipal Age Profile

Graph 2: Education Levels

Graph 3: Population Group

MAYORAL FOREWORD:

Our municipality has experienced a steep period of organizational transformation amidst the pressing need to address service backlogs. This challenge has been compounded by the fact that the municipality has too small budget to be able to meet all these needs. The municipality is amongst the poorest municipalities in the province with the development challenges ranging from high level of HIV/AIDS infection, illiteracy, infrastructure backlogs, crime and other numerous social and environmental challenges. During the financial year 07 / 08, the municipality has had to balance the need for providing basic services on one hand and ensuring that it is fully transformed into an effective service delivery machine that is able to generate huge funds needed for its developmental agenda.

I am very glad to report that through a collective effort of Umzumbe Municipality's administration and political components, and other stakeholders we have ensured that we strike the balance. On the social development side the municipality has ensured that it declares "a war on poverty". This is discernible in the number of effective social development programmes which have benefited the majority of the poor. One example of such programmes is where the municipality has

partnered with other stakeholders to bring about social services to the destitute population of the municipality, which is scattered in length of breath of the municipality. The gist of this effort was to ensure that poor and vulnerable people receive social security support such as all forms of grants and other necessary documents which would help them to benefit from the government's social security programme. A huge number of the people that have been reached through this effort are those who are most vulnerable and are in dire need of government support. Indeed, through this effort our municipality has shown that, it is hell – bent on defending the poorest of the poor in line with the government's vision.



The municipality has a very clear strategy in terms of how it wants to turn around the economy of the area. Some key Local Economic Development (LED) projects have been implemented and or have commenced which have generated over...part time and permanent jobs in the concerned financial year. These projects range from SMME development, co – operatives development, manufacturing and new investment initiatives. The comprehensive infrastructure development programme has also been implemented with good success. It must be noted at this stage that a limited budget has continued to become an impediment in the implementation of infrastructure projects. I would like to take this opportunity to express my sincere gratitude to the Ugu

District Municipality for extending their support for infrastructure development to us through their Project Management Unit (PMU). This support has enabled the most of infrastructure projects under Municipal Infrastructure Grant (MIG) to be implemented successfully.

On deepening democracy through community and public participation, the municipality has established community based structures to look after the interests of special groups (youth, women, elderly, disabled, people living with HIV / AIDS etc), which represent communities in all the wards of the municipality. There are also interest groups within the municipality, which have been engaged / launched, such as, school principals, traditional leaders, and traditional healers. The purpose of engaging them was to ensure that their concerns, initiatives and needs are encapsulated in the municipality's development strategy. Our municipality understands that these groups are the backbone of a meaningful engagement between the government and civil society and thus a cornerstone of deepening democracy. The municipality intends to intensify this effort so as to mobilize the community of Umzumbe behind a common vision of "Building a Better Life for All".

Lastly, I would like to ensure the community of Umzumbe and the Ugu District at large that in the new financial year 08 / 09 and subsequent financial years, we will continue with the government's call of "Business Unusual" to meet the government's poverty reduction targets and Millennium Development Goals (MDGs).

Love and Peace!

Cllr. M.A Chiliza
(His Worship – THE MAYOR)



MUNICIPAL MANAGER'S FOREWORD:

During the financial year 07 / 08, the municipality has continued with its transformation programme, which started in the middle of 06 / 07 financial year. The overriding tenets of this transformation agenda are as follows: The first one is shifting towards a holistic and integrated development approach, which takes into account the development gaps

at a municipal level (by profiling each ward and aggregate its needs to a municipal level) and come up with targeted interventions, which deal with identified development gaps. Even though this approach is very well documented and is the basis for Integrated Development Planning,

many municipalities including Umzumbe had not followed it properly. Instead, they divided the meager funds equitably amongst the wards. This has caused these limited resources to be spread too thinly over a bigger area with limited resultant impact. The municipality has only succeeded in implementing this approach, after a thorough canvassing amongst the councilors.

The second tenet of this transformation was to strengthen the strategic development capacity of the municipality so as to ensure that the comprehensive planning documents such as sector plans assist the municipality to mobilize additional resources required to deal with service backlogs. Furthermore, this capacity would ensure that the municipality is able to develop practical and implementable strategies and to conduct the most needed research to improve service delivery.

Linked to the second tenet of transformation is the third one, which focused on organizational re-engineering involving the development of a new organogram and discarding the old one, which was rigid and could not allow the municipality to deliver on all its mandates. Utmost care was taken to ensure that this organogram reflects the strategic direction that the municipality wishes to take in the next five years and beyond. In other words this organogram needed to ensure that the municipality implements its good strategy of enhanced service delivery. This included the placement of existing employees in the new organogram and the creation of fifteen (15) new positions, eight (8) of which are at a middle management level and one (1) section 57 position. All these positions have been filled except two (2) i.e. Director: Planning, Social & Economic Services and Senior Manager: Mayoral Support, Communication & Youth Development.

The fourth tenet is the one that focused on strengthening the existing policies and procedures, and developing new ones. This included training councilors and staff on the usage and monitoring of these policies and procedures.

The fifth tenet is the one that focused on the acquisition of equipment and accessible office accommodation to enable the municipality to maximize performance and boost its corporate image. Consequently, the municipality has been able to move to the new offices and has



acquired new equipment including new fleet of cars and other equipment.

The sixth and the last tenet is community mobilization and engagement process with regard to the municipal strategy and service delivery in general. This was very critical in ensuring that the people play a meaningful role in their development. The overriding principle in this transformation is to attain fiscal discipline, which would be proved through a positive audit opinion from the Auditor – General (AG). Over the past three financial years prior to 07 / 08, the municipality has been receiving adverse audit opinions. In this financial year I am happy to report that the municipality has managed to receive an **unqualified audit report** for the first time in four (4) years.

Due to the fact that transformation is a long process which evolves during the organizational growth and involves mindset change, and a comprehensive capacity building programme, the timeframe for this programme is three (3) years. I am glad to report that over 75% of this transformation programme has been achieved already in its second year of implementation. I would like to express my sincere gratitude to the staff, councilors and community members of Umzumbe at large for allowing the transformation process to continue in such a manner that service delivery has also significantly improved (the details of which are contained in this report).

In the new financial year 08 / 09, I am looking forward to the similar level of co – operation with even greater service delivery results than this financial year.

God Bless You!

**Mr. Musa Mbhele
(THE MUNICIPAL MANAGER)**

Municipal Council

(Executive Committee & Councilors)



The Honourable:
DEPUTY MAYOR &
PORTFOLIO HEAD: LED
& INFRASTRUCTURE
Cllr. N.Y Dlamini



His Worship:
THE MAYOR & PORTFOLIO
HEAD: FINANCE, BUDGET
CONTROL & CORPORATE
SERVICES
Cllr. M.A. Chiliza



The Honourable:
SPEAKER (Ex-officio)
Cllr. S.T Gumede



Portfolio Head:
PLANNING
Cllr. S.M Zuma



Executive Committee
(Exco) MEMBER
Cllr. B.N. Shozsi



Portfolio Head:
COMMUNITY SERVICES
& YOUTH
DEVELOPMENT
Cllr. S.R Ngcobo

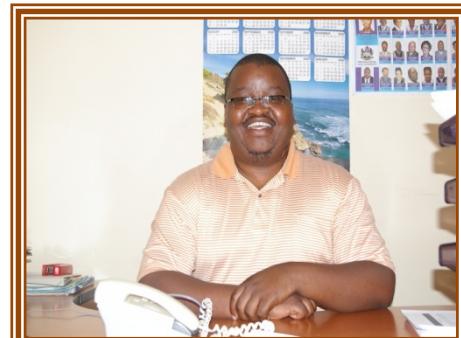
Councilors:

K.B.M. Mbhele,
D.Z. Shozi
C.L. Shozi
M.J. Ngcongo
M.A. Dlungwana
S.E. Mbayi
C.N. Mpisane
Z.B. Shozi
M.T. Shezi
L.M. Mntambo
M.R. Mqadi
T.L. Peters
M.Z. Luthuli
K.O Dlamini
Y.L. Duma
H.N. Ngcobo
L.M.R. Ngcobo
M.R. Ngcobo
Z.T. Chiliza
T.A. Cele
G.M. Mchunu
B.B. Luthuli
K.S. Doncabe
S.C. Sithole
S.D. Chiliza
M.J. Mkhize
P.Z. Nkomo
E.B. Qumbisa
N.I. Ngcobo
A.T.S. Ngcobo

Management Team:



Director: CORPORATE SERVICES:
Mrs. Penelope (Penny) Shezi



THE MUNICIPAL MANAGER:
Mr. Musa Mbhele



CHIEF FINANCIAL OFFICER
(CFO):



Senior Manager: MAYORAL SUPPORT,
COMMUNICATION & YOUTH DEVELOPMENT



Director: INFRASTRUCTURAL SERVICES:
Mr. Chuma Mqoboli



Manager: YOUTH DEVELOPMENT:
Mr. Patrick Cele



Acting Director: PLANNING,
ECONOMIC & SOCIAL SERVICES:
Mr. Disco Khuzwayo

CHAPTER 1

INTRODUCTION AND OVERVIEW



Margate Accord 21/22 November 2007

Introduction and Overview

This Strategic Annual Report document represents the part of the long journey that has been travelled by the Umzumbe Municipality with regard to service delivery to its people. It represents a rigorous process, shared analysis with the community and various stakeholders within the financial year 2007 - 2008 in making sure that the municipality has an authentic, credible and closely monitored service delivery that represents the aspirations of its civic people.

Both the political and administrative leadership of the municipality, together with our partners in development, collectively understand the common vision of developing the people of the area. There are series of strategic planning workshops, municipal indabas, municipal Integrated Development Plan (IDP) and Budget Roadshows, and summits that have been held in an attempt to craft a new development approach that needs to be undertaken by the municipality to guide its development towards the achievement of its vision in 2015.

The development of the Umzumbe Municipality's IDP, which in principle is reviewed annually, is based on the meaningful contributions that have been made by the members of the community. This is because the municipality adopted the Area Based Management Plan as its community participation methodological tool that allows it to extract the current development path and real status quo on the ground with

regard to service delivery. This methodology has enabled the municipality to reflect back to the initial IDP of the financial year 2002 - 2003 that was adopted by the council at the time in order to evaluate the progress that has been made. This has allowed the development of new strategies that will ensure that the municipality is still on the right track in fulfilling its developmental mandate.

We have used the five (5) National Key Performance Areas as our Key Focus Areas that will continue to guide us in our strategic direction. However, the programmes / projects have been refined and refocused in order to be more effective and maximize the service delivery benefits accruing to the community.

Vision:

The municipality's vision has changed from the one that was developed by the previous municipal council with regard to the target year. The target of 2020 has changed to 2015 so as to link the municipal targets to the national millennium development goals. The current Vision reads as follows:

"By the year 2015 the people of Umzumbe will enjoy a better quality of life with viable physical and social infrastructure and sustainable economy".

Mission Statement:

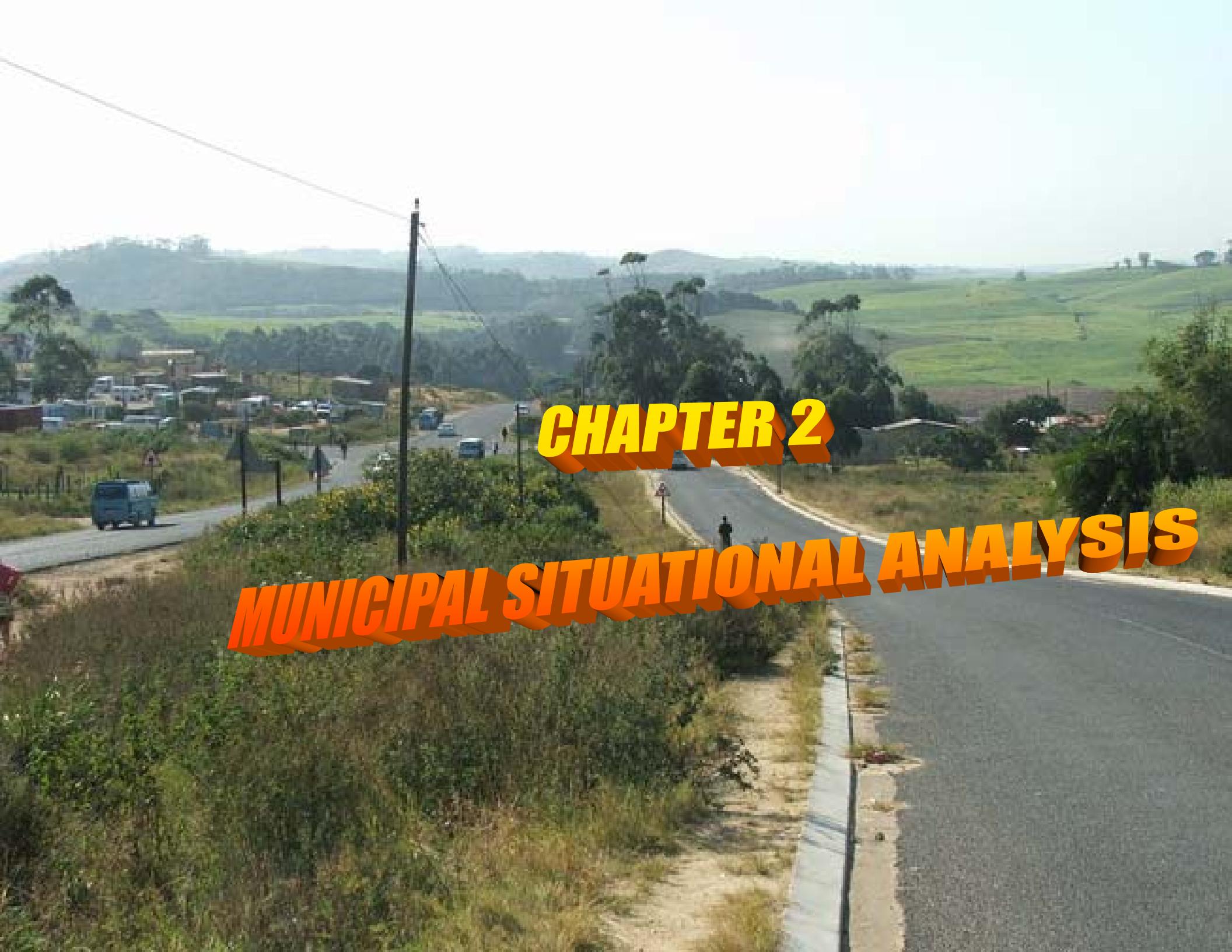
The municipality is dedicated to promote people-centered development for service delivery and sustainable Local Economic Development (LED):-

We will achieve this by:

- ❖ Implementing “new development approach” that strategically addresses the key challenges that are facing the people of Umzumbe.
- ❖ Integrated Development Planning, proper co-ordination and integration of development initiatives of Umzumbe Municipality and other spheres of the government.
- ❖ Ensuring the fair and just allocation and distribution of resources within the area.
- ❖ Enhancing the economic development and growth within the area.
- ❖ Infrastructure development and service provision that meets priority needs of the community.
- ❖ Learning from other municipalities with the best practices in service delivery.
- ❖ Empowering our citizen through capacity building initiatives that characterize the developmental local government.

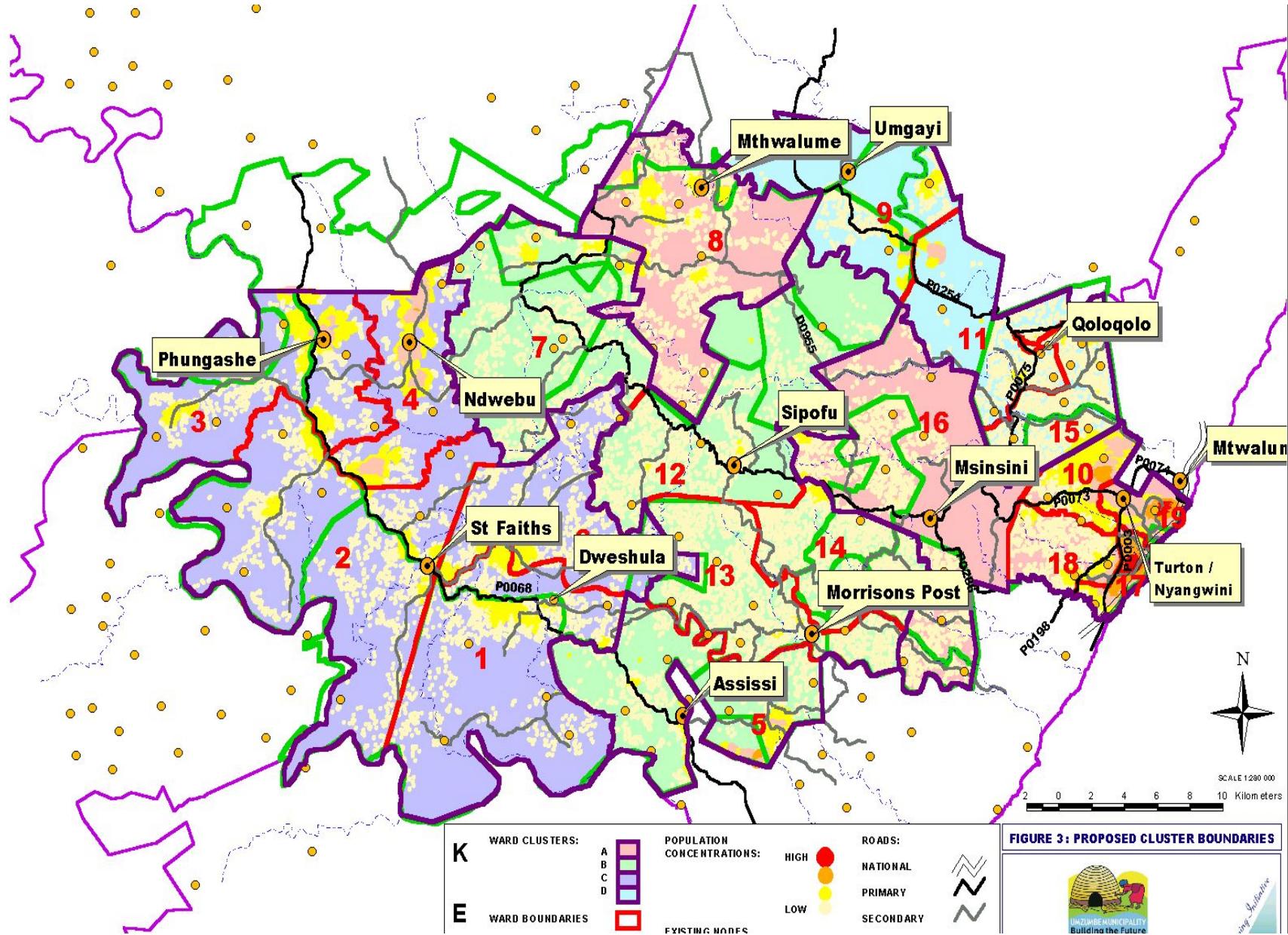
Values:

- To be responsive to the needs of the citizens.
- Develop partnerships for development with “friends of Umzumbe” (other government departments and service providers).
- To be transparent, accountable and participative in our dealings with each other regarding the partnerships.
- To cultivate a work ethic on performance, achievements and results.
- To promote and pursue key national, provincial and local government developmental goals.
- To ensure a representative organization.
- To be democratic in the pursuance of our objectives.
- To show mutual respect, trust and ensure high levels of co-operation and discipline in our dealings with partners.

The background of the image is a scenic landscape featuring rolling green hills under a clear blue sky. In the foreground, there's a paved road curving through the terrain. To the left, a small town or settlement with several buildings is visible. A utility pole with wires stands prominently on the left side of the road. The overall scene is bright and sunny.

CHAPTER 2

MUNICIPAL SITUATIONAL ANALYSIS



Municipal Profile:

Umzumbe Municipality (KZ213) is a local municipality falling within the Ugu District Municipality (DC21). It is one of the six (6) local municipalities within the District. It is the largest municipality within the district in terms of the geographic area coverage. The municipal boundary runs along the coast for a short strip between Mthwalume and Hibberdene and then balloons out into the hinterland for approximately 60km. It covers a vast, largely rural area of some 1260km² with approximately 1% being built up / semi-urban. The municipality incorporates 17 traditional authority areas comprising ten (10) municipal wards. The Municipal Council comprises of 19 ward councilors and 18 proportional representative councilors.

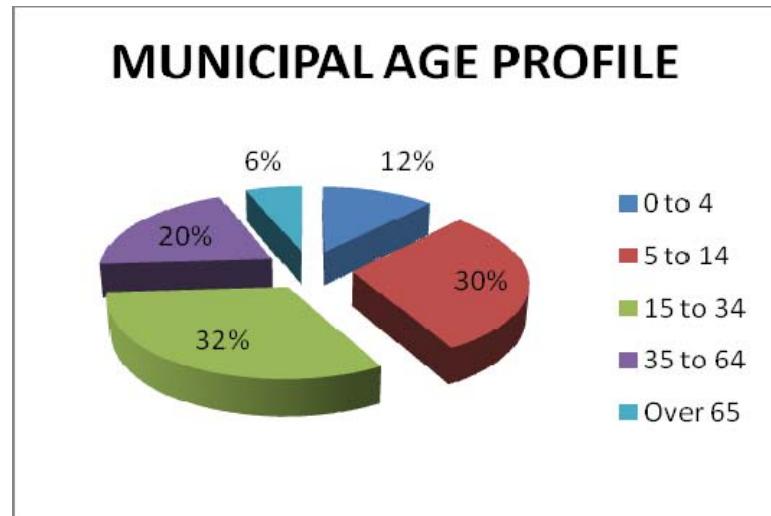
The municipality has no established towns. In 2005 - 2006 financial year the municipality received the grant funding from the Department of Local Government and Traditional Affairs (DLGTA) to formalize the area of Mathulini (Turton) into a small town / township. This is due to the fact that currently the Mathulini area cannot cope with the existing level of infrastructure that is provided, water and sanitation in particular. In order for the municipality and other service providers to provide adequate services that equate the level of population growth and development to the Mathulini area, there is a need to formalize the area and regulate the development that is currently happening. The municipality is currently in the consultation stage with all the stakeholders that

are involved in the process of formalizing the area with the model just been developed by the service provider.

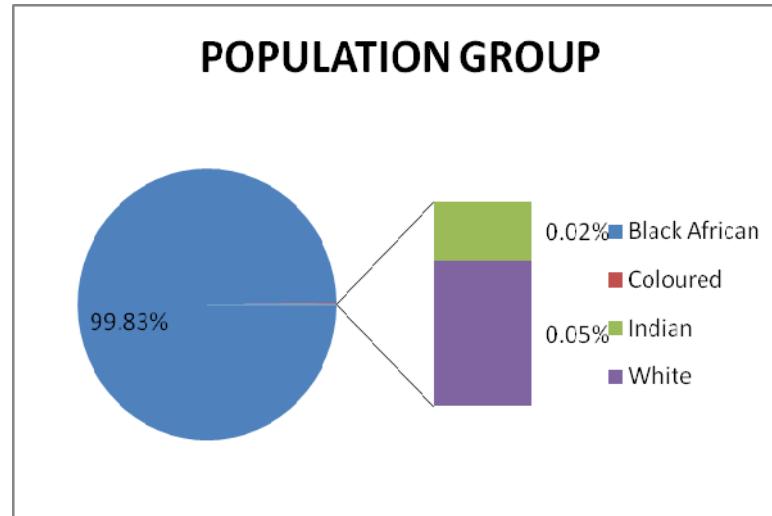
The (2001) national statistics state that "the total population within Umzumbe Municipality has been estimated at 193 756 persons". The average ward population is 9 155 people, but there is significant variation above and below this figure. Ward 3 is the largest with 13 308 people and Ward 18 with the population of 4 487, is the smallest. The inland wards such as 12, 1, and 16 are the least dense, with the population densities of 65 to 95 people per km². Coastal wards 19 and 17 have densities of 600 to almost 800 people per km². The population congregates towards the coast, where fast transport routes allow easy access to the economic opportunities. Table 1 below shows the key demographic information of the area:

Umzumbe key demographic information

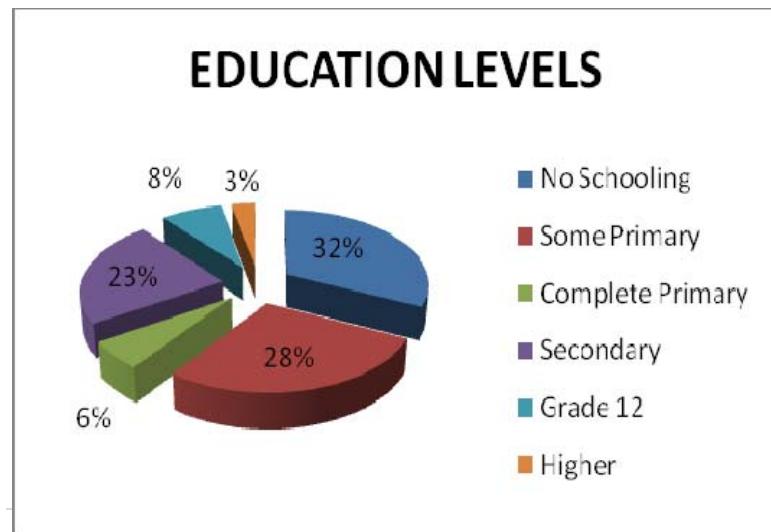
Graph 1: Municipal Age Profile



Graph 3: Population Group



Graph 2: Education Levels



Socio - Economic Profile:

A large proportion of the population is poor, and is characterized by **low levels of employment, limited and irregular household incomes, and inadequate levels of education and training**. It is estimated that approximately 50% of the municipal population falls within the economically active group, but of this group, a municipal average of only 9.5% are formally employed.

The **dominant land uses** in order of significance are: thicket and bushland (27%), subsistence farming (24%), grassland (17%), forestry (12%) and sugar cane farming (7%). There are very little dense residential settlements (1%). The most striking feature, however, of the municipality is the extent of undeveloped natural land cover, which represents almost 60% of the total land area. The topography can be described as extremely rocky and hilly. The municipality embraces 17 traditional authority areas: the Bhekani, Cele, Dungeni, Emandleni, Frankland, Hlongwa, Hlubi, Izimpethu Zendlovu, Mabheleni, Ndelu, Nhlangwini, Nyavini, Qoloqolo, Qwabe N, Qwabe P, Shiyabanye and Thulini.

Because of the size, the municipality has decided to follow an **area-based management approach** to planning and development. It is divided into four clusters such as follows:

Table 2

Extent of the Umzumbe Municipal area	1260 km ²
Population	176,287
Approximate number of households	40,579
Male Population (%)	44.8 %
Female Population (%)	55.2 %
Number of Municipal Wards	19
Number of Councilors	37

Table 2 below provides a brief socio-economic overview of the area. This overview serves as a background to the strategic planning basis of the municipality:

Table 2: Socio – economic information

Municipal Age profile	0 to 4	12 %
	5 to 14	30 %
	15 to 34	32 %
	35 to 64	20 %
	Over 65	6 %
Education Levels over 20's	No Schooling	32 %
	Some Primary	28 %
	Complete Primary	6 %
	Secondary	23 %
	Grade 12	8 %
	Higher	3 %
Labour Force out of total Population		18 %
Not economically Active out of total population		36 %
Employment (out of Labour Force)	Employed	28 %
	Unemployed	72 %
Housing	Formal	38 %
	Informal	1 %
	Traditional	60 %
	Other	1 %
Annual Household Income	None	38 %
	R 1 – R 9 600	38 %
	R 9 601 – R 153 600	23 %
	Above R 153 600	1%

Institutional Arrangements, Roles and Responsibilities:

Table 3 overleaf illustrates the organizational structure adopted to coordinate the IDP process. There has been no change to the existing structure as the roles and responsibilities have not changed.

Table 3: Institutional Arrangements, Roles and Responsibilities

Role Player	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> ❖ Final decision making body of the Municipality ❖ Adopts the IDP & Budget Process Plan ❖ Considers and Adopts the Reviewed Final IDP
Executive Committee	<ul style="list-style-type: none"> ❖ They are the executive authority of the Municipality ❖ Delegate the overall management, co-ordination and monitoring of the process and development of the IDP & Budget, to the Municipal Manager
IDP Steering Committee	<ul style="list-style-type: none"> ❖ Consists of the Heads of Departments (HODs), which are: The Municipal Manager's Office, Director Corporate Services, Director Financial Services, Director Technical Services, Director Economic & Social Services and the IDP Manager. ❖ Oversee the alignment of the planning process internally (within the municipality) and externally (with other stakeholders).
IDP Forum	<ul style="list-style-type: none"> ❖ Consists of all the Ward Councilors / Committees, Government Departments NGOs, CBOs and other Role Players / Service Providers. ❖ The stakeholders provide input in the developmental process of the municipal IDP.
IDP Manager / Municipal Manager	<ul style="list-style-type: none"> ❖ Provides relevant technical input throughout the IDP process ❖ Gives an input in the preparation of the sector plans / programmes ❖ Manages and co-ordinates the

STRATEGIC FOCUS AREAS of DEVELOPMENT

CHAPTER 3

Line fish on the East Coast

An amazing diversity of fish

Rocky reef fishes

About 80 important fish live on rocky reefs. Most rock fish have distinctive colours and shapes. They use their camouflage to manoeuvre in and out of the rocks. Rocky reef species are often large, slow growing, take to mature and have low resilience to human disturbance and are prone to overfishing. Many rock fish species are endemic to South Africa but,可惜的是, are not fully commercially exploited through the Indo-Pacific region.

SEX AND SURVIVAL

Many fishes broadcast species, meaning eggs and larvae stay in the sea where they are hatched. Some like the red emperor, grouper and triggerfish undergo internal migration and aggregate in large schools to spawn. Only one in three of these spawning batches will make it to adulthood to contribute to the next generation.

Other fish migrate instead. The striped marlin, black marlin and bluefin tuna all breed outside the country as they get older. Large schools guard the larvae and are often territorial. This is a good strategy since larger catch all the larval functions leaving males to start mating. Fish that do breed stay in nests on the reef and carefully guard them from high survival rate.

TOO MANY FISHERS – TOO FEW FISH!

There are approximately 8 600 000 commercial anglers in South Africa. A number that is increasing by about 10 000 a year. These don't just be more anglers than before. Anglers' impacts are worsened by commercial net fisheries. Small catches and fish are easier to move to the port and supported by scientific studies and a database of legal fishing.

Predators eat reefs.

DEEP SEA

There are many deep-sea predators in South Africa. A number that is increasing by about 10 000 a year. These don't just be more anglers than before. Anglers' impacts are worsened by commercial net fisheries. Small catches and fish are easier to move to the port and supported by scientific studies and a database of legal fishing.

THREATENED SPECIES

There are many threatened species in South Africa. A number that is increasing by about 10 000 a year. These don't just be more anglers than before. Anglers' impacts are worsened by commercial net fisheries. Small catches and fish are easier to move to the port and supported by scientific studies and a database of legal fishing.

BEACH AND ESTUARINE FISH

There are many beach and estuarine species in South Africa. A number that is increasing by about 10 000 a year. These don't just be more anglers than before. Anglers' impacts are worsened by commercial net fisheries. Small catches and fish are easier to move to the port and supported by scientific studies and a database of legal fishing.



Basic Service Delivery and Infrastructure Investment:

Objective: Reduction of water and sanitation backlogs.

Strategies

- ❖ The municipality prioritized to the District the extension of bulk reticulation of water to nodal, service centers and densely populated areas to enable piped water supply in accordance with viable thresholds. This yielded the two-tier system stand pipes in public areas and households which could afford.
- ❖ Provided boreholes and spring protection tanks at communal locations (social facility sites, taxi ranks, and prioritized community gardens for economic development).
- ❖ Identification and prioritization of areas distant from the existing water schemes and the provision of suitable safe drinking water schemes and the provision of suitable water options to these people.
- ❖ Educated households on safe, hygienic and prudent water use.

Local Economic Development and Social Development:

Objectives:

- ❖ To reduce economic growth backlog by ensuring enhanced economic growth and job creation through product or service niche market development in various economic sectors.
- ❖ To ensure the eradication of poverty through assistance to the aged and other vulnerable groups.
- ❖ To ensure access to sports and recreational facilities through improved sports opportunities for the youth, promotion of traditional sporting codes and provision of recreational facilities based on the area's natural resources and community networks.
- ❖ To ensure access to and effective management of community facilities.

Strategies

- ❖ Developed strategies of maximizing the potential and increased the production volumes of the identified community gardens for economic development.
- ❖ Prioritized and implemented the LED strategy development projects.

- ❖ Worked in partnership with the Department of Agriculture (DoA) to prioritize and support the existing community gardens that have both poverty alleviation and economic development goals.
- ❖ Supported the food security initiatives that are implemented by both the DoA and Department of Social Development.
- ❖ Supported the schools nutritional programme to ensure basic nutrition in particular for vulnerable children.
- ❖ Worked with SASSA in upgrading the identified pension pay-points within the municipality.
- ❖ Involved the youth particularly women in creating a network of volunteers that facilitated care to orphans as well as counseling.
- ❖ Provided capacity building to the people dealing with HIV / AIDS orphans.
- ❖ Implemented the business plans of various special programmes that have been launched by the municipality.
- ❖ Participated in initiatives done by other agencies of development aimed at social development such as Khomanani.

Institutional Transformation and Organizational Development:

Objective: To ensure functional improvement of the municipality as an organization so as to allow it to carry out the activities as detailed in the IDP.

Strategies

- ❖ Identification of Human Resources Policy gaps so as to align it with Basic Conditions for Employment Policy and other Corporate Services policies.
- ❖ Developed strategies to improve supervisory skills on management of subordinates.
- ❖ Continuous review of municipal operational systems.
- ❖ Developed strategies that allow the alignment of Human Resource Unit and Finance operations.

Good Governance and Democracy:

Objective: To ensure that the municipality acts as an institution to support consultative and participatory local government.

Strategies

- ❖ Developed the strategy to improve customer relations with the community.
- ❖ Implemented the recommendations of Community Participation Strategy.
- ❖ Continuous training of municipal officials on Batho Pele Principles.
- ❖ Developed strategies that are aimed at creating a clean and accountable administration.
- ❖ Created a culture of improving productivity throughout the municipality.
- ❖ Created a strategy that allows smooth flow of information between the Council and Administrative entities.
- ❖ Invested more resources in training of ward committees so as to allow them to discharge their responsibilities of deepening democracy and enhancing community participation.

Financial Viability and Management:

Objective: To ensure that the municipality is financially viable and conforms to the Municipal Finance Management Act (MFMA).

Strategies

- ❖ Regular update on the Asset Register in respect of additions, disposals and impairments.
- ❖ Continuous development of sound financial management systems.
- ❖ Continuous development of a strategic budget that includes the discretionary budget for vulnerable groups.
- ❖ Continuous development of the budget that is aligned to the IDP to ensure that what is budgeted for is reflected as a priority in the IDP.
- ❖ Ensured the implementation of the Municipal Property Rates Act (MPRA).
- ❖ Ensured that the financial management tools are in place.
- ❖ Strengthened the MFMA implementation.
- ❖ Ensured compliance to the Supply Chain Management (SCM) policy.

CHAPTER 4

COMMUNICATION STRATEGY and PARTICIPATION

Good Governance, Participation and Communication:

The IDP Community Participation Process undertaken by the municipality acknowledged the following achievements regarding Communication and Consultation:

- ◆ It put in place various processes and mechanisms to deepen democracy in the municipal area through participative planning that provides for broad based participation of all role players.
- ◆ It engaged and utilized sector departments in various processes and forums for integrated development planning in the municipality.
- ◆ It initiated a multitude of bi-or multi-lateral processes around a number of development challenges and initiatives such as Land Reform, Local Economic Development and Special Programmes.
- ◆ It initiated the outreach programme, which allows local leaders the opportunity to interact with communities on issues of service delivery.
- ◆ It conducted an audit of Ward Committees within the municipality.
- ◆ It initiated the need to start for greater communication using local newspapers, local radio stations, flyers, ward councilors, account statements and even loud hailing.
- ◆ It initiated the need to recommend the continuation of Community Development Workers (CDWs) to the Department of Local Government and Traditional Affairs (DLGTA).

Community Participation:

The municipality took a resolution to undertake an intensive community participation process that informed the baseline (the information gathered) for the next coming five years of the existing council. Firstly, this was due to the lack of the baseline data to the existing backlog information (in particular infrastructure backlog) in the municipality. Secondly, the preparation of the IDP is a participatory process, therefore it was important to involve all the stakeholders in the preparation stages of the IDP as per the Municipal Systems Act (MSA) 32 of 2000 requirement.

All 19 wards were visited as part of public participation process in reviewing the IDP for 07 / 08 financial year,

- ❖ The main aim was not only to get community needs but also to get the **status quo on services** that are provided by the municipality, government departments (such as Welfare, Health, Transport, Home Affairs etc) and other service providers involved in service delivery and community development.
- ❖ Secondly, as part of good governance it was important to get directly from the people on **how communication can be enhanced** between the municipality and community.
- ❖ Lastly, **what are the challenges** that are becoming obstacles to development in their respective wards?

The methodology applied in gathering the above information varied from ward to ward. This was influenced by the Local

Area Planning (LAP) approach that was applied by the municipality during the community participation process. There was a **preliminary stage** where councilors, ward committees, CDWs, Business and Community Cadres were orientated to the process that was going to be undertaken by the municipality to their respective wards during the community participation process. Issues discussed with the above stakeholders included defining the importance of community participation in the IDP processes.

The **second stage** involved data collection from the wards. This process took the maximum period of two weeks. Tools such as Ranking, Asset Mapping, Venn diagram and Focus Groups were used to collect data from the communities. Questions such as “please mention / map all the existing physical structures or community assets in your area / ward and indicate their status quo in terms of use?” were used. In other words are the structures or physical infrastructure provided to the community working? Questions such as this added value to the community participation process as the municipality avoided asking questions that deal with the needs of the community only. They also assisted the municipality to have baseline information in terms of what infrastructure, community facilities and other services already provided to the community by various government departments. Furthermore, it assisted in having status quo on whether services provided are beneficiary / working because the community had to indicate those structures that are working and those that are not working.

The other questions were related to **governance and democracy**. The issue of the municipality reporting back to communities was highlighted as critical. This includes the municipality reporting back to the community using various means of communication. Secondly, this includes councilors as ward elected representatives reporting back to their respective wards on municipal issues / operations.

Aspects of Participation and Communication:

Community Outreach Meetings:

This talks to accountability and transparency to what the municipality is doing. Accountability and Transparency are key characteristics of governance. The municipality is in the spirit of co-operative governance. Community Outreach programme involves increased consciousness to the people about their role in poverty alleviation and economic development.

Electronic Media:

The municipality is in partnership with national radio station, Ukhoozi FM. The choice of Ukhoozi FM is informed by the statistics, which confirm that the majority of the people of KwaZulu-Natal listen to this popular radio station. The Mayor has the slot on Ukhoozi FM where he presents development,

service delivery and other related issues to the civic people of Umzumbe. During the IDP Community meetings the majority of the people mentioned that the Mayor's slot in Ukhosi FM has been instrumental in alerting them about issues within their municipality.

Newsletter:

Currently there is no newsletter initiated to communicate news to the community. A District wide newsletter was initiated where all six local municipalities benefited. There is a need that is emanating to have a local newsletter that will cover specific news of Umzumbe. However, the development of a newsletter has been prioritized as one of the key projects in the IDP 2008 – 2009. The newsletter will be published at least once a quarter. The other reason for the need of a newsletter is that other local newspapers such as the South Coast Fever and South Coast Herald do not cover Umzumbe stories / news.

IDP Representative Forum:

The IDP RF is the structure that was adopted by the council mandated to give report to stakeholders on IDP and planning related issues. The municipality still needs to work harder to get all stakeholders which consist largely of government departments, non-governmental organizations (NGOs), Community – Based Organizations (CBOs) etc. It is important for the government departments to attend the IDP RF because

some of the issues that are discussed fall outside the mandate of the municipality. This strengthens the need to have the IDP Indaba where all stakeholders are invited to discuss their roles in the participatory process of the IDP.

CHAPTER 5

DEPARTMENTAL PERFORMANCE HIGHLIGHTS

Corporate Services:

Relocation of Municipal Offices:

The leadership took a resolution to move the municipal offices to Mthwalume (Turton) due to the inaccessibility of the previous location at KwaHlongwa, which led to our development partners, community and other stakeholders not being able to access the municipal services easily. This inaccessibility led to the municipality unable to deliver services at a required rate.

Implementation of the new organogram:

At the core of the strategy for the new leadership was the implementation of the new organogram which led to the establishment of new “flagship” (**See Annexure A**).

As a result of the new organogram, the Department of Community Services and Economic Development has been established. Since the adoption of the new organogram by the Council in December 2007, 70% of the positions were filled. The vacant posts will all be filled by the end of the first quarter of financial year 2008 – 2009 i.e. Manager: Supply Chain Management (SCM), Manager: Administration and Manager: Communication and Mayoralty. Amongst the new positions created and filled are the:

- Manager: Community Services
- Manager: Local Economic Development
- Manager: Budget and Treasury.
- Manager: Housing

Training for Councilors:

- Due to the leadership change in 2006, the majority of the Councilors needed to be trained in various aspects of institutional development and good governance. The main aim of the training was to provide continuous capacity building to the Councilors so as to allow them to take informed decisions for service delivery. As noted above, the majority of the Councilors have been trained largely on issues of good governance and institutional development.
- As part of the strategy to speed up service delivery, the municipality has been able to comply with the DLGTA requirement by confirming all the councilors who sit in the EXCO into full-time status. This has given the municipality extra capacity in service delivery and it has provided an opportunity to the leadership to interact on daily basis on developmental issues.

Development of municipal policies:

- The municipality has been able to develop more than 15 policies up to date. During the financial year 2007 – 2008 twelve (12) policies were adopted. These policies include; Fraud and Risk Management Policy, Delegation of Authority Policy, Placement and Transformation Policy, Municipal Property Rates Policy. Performance Management Policy etc.

Council, EXCO and Portfolio Committee Sitting:

- The municipality has been able to comply 100 % with the roaster dates when it comes to the sitting of both the Council and EXCO. During the financial year 2007 - 2008, there has been also an improvement in compliance to the sitting of the Portfolio Committees.

Acquisition of Municipal Fleet:

- Due to the inaccessibility of some of the localities of the municipality and inadequate fleet to deal with the day to day municipal development mandate, the municipal leadership resolved the acquisition of the following fleet:
 - 1 x Minibus
 - 3 x 4x4 Isuzu Bakkies
 - 1 x Toyota Corolla.

Ward Committees:

- The working relationship between the municipality and ward committees has improved. This is due to the regular sitting of ward committee meetings to discuss issues of service delivery. The municipal council resolved that each ward committee needs to sit at least twice a month. This has capacitated ward committees in understanding their role on development and service delivery. The municipal council has also resolved to give each ward committee member a “stipend” of R100 for each ward committee meeting attended.
- The municipality has also developed a plan for capacity building of ward committees. The main

objective of the capacity building workshop is to capacitate ward committees in understanding their roles and responsibilities. Secondly, is to further improve working relationship between ward committees and the municipality.

- Cluster B
- Cluster C
- Cluster D
- Nhlanguini Housing Project

Schools Electrification Programme:

- There was an allocation of 5, 7 million that was allocated to grid electricity. The municipality was advised by Eskom that they are still in the process of constructing the Kenterton power station to supply the area of Umzumbe. Therefore, the municipality would not get the grid electrification, subject to the establishment of its own sub-power station (Kenterton). The municipality as a result committed the above mentioned budget allocation to the electrification of community facilities. At the end of June 2008 all 65 community facilities available in the Umzumbe municipal area were successfully internally wired.

The following department roles and functions reside under this department:

- Schools Electrification Program
- Capital Projects
 - Roads and storm water upgrade
 - Community Facilities
- MIG Projects
- Immediate Water Relief program
- Free Basic Services
 - Free Basic Alternative Energy
 - Free Basic Electricity
- Housing
 - Cluster A

Roads and Storm Water Upgrade:

- The total length of roads upgraded during the financial year 2007 - 2008 was 68km. These kilometres were complete under difficult conditions where the consultant appointed did not do proper assessment, which would influenced the quality of the upgrades. The allocations used were for both 2006 - 2007 and 2007 - 2008 financial years.

Community Facilities:

- A consultant was appointed to assess 45 community facilities. Only 12 facilities were successfully renovated although the tender documents prepared by the consultant did not cover the total scope required.

MIG Projects:

- Due to the issue of the lack of capacity in the previous financial year 2006 – 2007 the council took a resolution that the District Municipality (DM) should implement the MIG Projects on its behalf. The following projects were complete in the financial year 2007 – 2008: Nyamande access road, Ward 12 MPCC, Ward 7 Sportsfield, Magugu crèche, Dweshula crèche, Mabuthela Sportsfield. Just before the end of the financial year

2007 – 2008 the council took a resolution that the MIG should be returned back from the DM due to the new capacitated personnel that have been employed by the municipality.

Immediate Water Relief:

- The municipality installed a total number of 52 water storage tanks (5000 litres JOJO tanks) around the area and all 52 tanks are continuously serviced with the supply of water on weekly basis. The DM also supports the municipality in this project with more storage water tanks being supplied and services by the DM.

Free Basic Alternative Energy:

- The municipality supplied 742 households with Gel Stoves and Liquid Lamps at KwaWohlo and Nkonxe in ward 8 and ward 11 respectively. These households are continuously supplied with 5 litres of gel for stoves and liquid for lamps.
- 271 solar thermals were installed and they are also services on monthly basis.

Free Basic Electricity:

- It was for the first time that the provision of this service started in Umzumbe municipality. 8000 beneficiaries were identified through Eskom to receive free electricity tokens to the value of R20 per month. Currently, there are only 3800 beneficiaries that are collecting the tokens.

Housing:

- The municipality consists of 19 wards and this makes it very difficult to service in terms of housing development. The housing projects were clustered into four clusters i.e. Cluster A, B, C & D including one separate project, which is Nhlangwini. The construction in Cluster D has started and the other 4 projects are still in the planning phase.

Planning, LED and Community Services:

PLANNING AND DEVELOPMENT SECTION:

Integrated Development Plan (IDP):

- The current IDP (2008 - 2009) was recommended by the DLGTA as one of the top ten credible IDPs in the Province. It received 73% overall marks in the assessment / adjudication.

Performance Management System (PMS):

- The municipality developed its Organizational Performance Management System (OPMS) policy. The Service Delivery and Budget Implementation Plan (SDBIP) for the financial year 2008 - 2009 was adopted by the Council in June 2008. The Performance Contracts for the Municipal Manager and Section 57 employees were developed and approved after the approval of the SDBIP.

Turton Township Establishment Project:

- This project includes the other four projects, which the municipality benefited from the Project Consolidate

grant funding. The other projects are the Cemetery, Feasibility Study, Integrated Waste Management Plan (IWMP) and the TLB. After long negotiations between the municipality and Mathulini Traditional Council, which initially did not have the “buy-in” to the project, the municipality was able to obtain the go ahead with a goal of proclaiming the area into a township status. The proclamation of the Turton area will lead to the upgrading of basic services that are being provided to the area.

Neighbourhood Development Grant Application:

- The municipality applied to the National Treasury for this grant funding. The aim of this anchor project is to assist the municipality to attract investors and deliver infrastructural services to the community of Mathulini. The amount of funding that the municipality applied for is R70 million.
- As part of complying with the IDP requirements, the municipality developed the following plans: Disaster Management Plan, Financial Plan and Institutional Plan, which form part of the package of plan regarding the above – mentioned project.

Annual Report for the financial year 2006 – 2007:

- The Annual Report for the above – mentioned financial year was prepared but not submitted to the National Treasury due to the fact that a gap was indentified regarding the municipal developments during this financial year. At the time the municipality was under capacitated and had no sound plans and programmes in place.

LOCAL ECONOMIC DEVELOPMENT (LED) SECTION:

As was noted in the introduction, the municipality established the Community Services and Economic Development Department, which includes Planning, LED and Community Services functions. The establishment of this department has been informed by the high level of poverty that currently exists in the area. Therefore, the initiatives that are implemented by these sectional departments are informed by the poverty alleviation and LED strategies. The following

projects / programmes were implemented by the LED

Section:

- Establishment of the LED Forum.
- Identification and support to ten (10) women involved in the LED initiatives.
- Construction of two Community Bakeries located in ward 17 and 8.
- Cultivation of KwaShinga agricultural area, 25 hectares of the land, with more than 70 beneficiaries.
- Establishment of the Umzumbe Co - operatives Forum.
- Establishment of the Umzumbe Tractor Owners Co - operative.
- Support to the Ntelezi Msane Heritage Project aimed at promoting tourism within Umzumbe and the district (Ugu) at large.
- Capacity Building to twenty three (23) Financial Advisory Young Students (Training offered by the Umfoloz FET College).
- Conducted business dissemination workshops to all the wards aimed at capacitating potential SMMEs and Entrepreneurs.
- Provided sum of R100 000 financial support to the P68 Community Gardens.
- Capacity Building to thirty (30) Youth for Business Management studies offered by the FET College.

COMMUNITY SERVICES SECTION:

In the process of implementing the government policy, the municipality launched the following structures of the special projects / programmes aimed at addressing the special needs of the designated groups:

- Youth Unit Structure
- Disability Unit Structure
- Women Unit Structure
- HIV and AIDS Unit Structure
- Senior Citizen Unit Structure

All the launched structures are functional and below are some of the key projects implemented for the benefit of the structure members:

- Training of thirty five (35) members of the HIV and AIDS structure in Home Based Care by the Esayidi FET College.
- Training of 35 members of the Women Structure in Business Management by the Esayidi FET College.
- Training of thirty (30) Disability Structure members in Basket Weaving by the Esayidi FET College.

- Training of sixty (60) Disability Structure members in Basket Weaving by the Inqabayokuphila Disability Group.

SERVICE DELIVERY EVENTS:

In line with the government mandate, the municipality has initiated the Service Delivery Events aimed at providing basic social services to the poor and indigent community members of Umzumbe. In delivering these events the municipality worked hand in hand with its development partners such as the Department of Social Development, Department of Health, and Department of Home Affairs etc. The beneficiaries of these programmes were able to obtain the Identity Documents (IDs), apply for social grants, and check High Blood Pressure (HBP) and other related services. The municipality implemented these programmes at Nyavini and Mngomeni local areas.

Youth Development:

Youth Development Institutional Arrangement:

The Youth Development Unit was established and is composed of three (3) councilors from the African National Congress (ANC) and two (2) from Inkatha Freedom Party (IFP). It is located within the Office of the Mayor politically, and that of the Municipal Manager, administratively.

Baseline Survey:

The main aim of this survey was to identify challenges and interests of the Youth so as to develop interventions and programmes that address their needs.

Sports against crime:

A soccer tournament was conducted at Mabheleni and Luthuli Sportfields on the 29th of June 2008 where fourteen (14) teams participated. During this event young people were addressed on the issue of crime affecting the community of Umzumbe.

Leadership Capacity Building Workshop:

The main aim of this programme was to capacitate the Youth with leadership skills and principles. Forty (40) young people

(mixed gender) from all the wards of the municipality attended the workshop on the 15th-17th of February 2008.

Youth Development Summit:

The Youth Development Summit was held on the 28th- 30th of March 2008. The aim of this programme was to reflect on the progress regarding previous resolutions and developmental interventions while seeking the way forward in terms of advancing the Youth development agenda.

Mayoral Bursary Fund:

Ten (10) young persons who excelled in their matriculation results were given bursaries to study priority skills such as Finance, Civil Engineering, Mechanical Engineering and Tourism. Moreover, twenty (20) young persons were given bursaries to study Local Government Administration and Management in UNISA. This was informed by the principle of creating a pool of young people who understand local government processes so as to assist in community empowerment / development.

Youth Economic Development Information Sharing:

Thirty (30) young persons from all the municipal wards, those who own small businesses and those who have business interests were invited to participate in the Youth Economic Development Information Sharing Session that was organized by the municipality.

Youth Development Policy Framework:

The Youth Development Policy Framework was developed and adopted by the Youth Unit Structure. However, was still waiting for the Council adoption in order to serve as a guiding document.

10 km Cross Country competition:

Ten (10) km Cross Country competition (marathon) was organized in partnership with Thubalethu Athletics Club and Mr. Price. It was held at Luthuli High School Sportsfield on the 1st of June 2008. More than three hundred (300) young persons participated in this event. Young female athletes were selected to enter the Spar Ladies Competition.

Dress a Child:

One thousand Seven Hundred (1700) young learners who are indigent were identified from different schools within the Umzumbe area. They were given school uniforms. The handover event was held at Esibanini Sportsfield on the 27th of June 2008. More than six thousand (6000) people from the community of Umzumbe attended the event.

Turton Beach Tournament:

On the 19th of July 2008 Beach Games were held at the Turton Beach in Mthwalume, with the aim of promoting the area for tourism opportunities. It was also wonderful to expose young people to different sporting codes. The games included beauty pageant, soccer, netball, fishing, ingoma, touch rugby, indigenous (cultural) games, volley ball, swimming and athletics. More than two thousand (2000) young people attended the event.

Emerging Contractors:

Ten (10) young persons were identified and were engaged in the programmes of emerging contractors. They are being groomed as young entrepreneurs. The programme is

progressing smoothly, as they have already started getting small tenders of renovating the municipal community facilities.

Kwazulu – Natal (KZN) Tourism Indaba:

- One young person from the Umzumbe area, who is currently studying Tourism was identified and selected to attend the KZN Youth Tourism Indaba held in Durban. This event was organized by KZN Youth Commission.
 - **The objectives of the Indaba were:**
- To promote cultural co-operation and interaction amongst the youth within the region.
- To share models of best practice in the context of tourism amongst different countries

Umzimkhulu Area Youth Desk Crime Prevention Summit:

The Umzimkhulu Area Youth Desk organized the Crime Prevention Summit, which was held at Uvongo Town Hall from the 24th- 26th of August 2007. The theme of the Summit was

“Youth in action against crime and the buying of stolen goods”.

KZN Cross Country Championships by Athletics South Africa:

Thirty Seven (37) young persons from the schools within the jurisdictional area of Umzumbe participated in the KZN Cross Country Championships organized by the Athletics South Africa. This event was conducted in Pine Town.

These young persons were selected from the mini leagues organized by Thubalethu Athletics Club. From the 37 delegates of Umzumbe 7 were selected to represent the KZN Province in the National Championships.

Chief Albert Luthuli Drama Road Show:

The KCAB Production Company in partnership with the Natal Playhouse and the Premiers’ Office staged a play of Chief Albert Luthuli and conducted talents search at Esibanini Sports Ground in ward 10.

South African Local Government Association (SALGA) Games:

The SALGA Games previously known as KWANALOGA Games were hosted by the Ugu District Municipality in December 2007. 37 young persons from Umzumbe were selected to represent the District in these games.

Umsobomvu Youth Advisory Centre:

Proposal for the establishment of the Youth Advisory Centre within Umzumbe was approved by the Umsobomvu Youth Fund. The proposal for the availability of infrastructural arrangements and facilities was submitted to the EXCO and subsequently adopted. Two Offices at the Mathulini new municipal offices were made available by the municipality.

National Youth Service Programme:

Thirty Five (35) young persons were engaged in the National Youth Service Programme at KwaBhekameva School for the upgrading of the school. This programme was carried out in partnership with the Department of Education and Department of Labour.

Department of Health Learnership programme:

Four (4) young persons from Umzumbe were chosen to participate in the learnership programmes as KZN Youth Ambassadors for the duration of two (2) years within the Department of Health.

Social Responsibility Programme:

The programme was conducted by the Mayor of the municipality to handover food hampers to eight (8) young persons of Kwa Bhavu School, who are needy.

Umzumbe Business Management Course:

Twenty six (26) young persons were trained in Business Management Course by the Esayidi FET College in Gamalakhe. The aim of this project was to capacitate them so as to become more progressive in entrepreneurial participation.

Hibberdene South African Police Services (SAPS) 16 days of activism:

Umzumbe Municipality played an active role in assisting during the 16 Days of activism. This was organized by the Hibberdene SAPS. The activity was a march against violence and abuse of women and children.

Establishment of other key Special Programmes Structures:

- The municipality launched the Non – Governmental Organizations (NGOs), Community Based Organizations (CBOs) and NPO Imbumba (Union), where all these organizations are able to voice their views using this integrating structure.
- His Worship the Mayor of Umzumbe Municipality also engaged other various workshops for the launch of other important stakeholders structures such as Izangoma (Traditional Healers), Pastors, School Principals, Senior Citizens, Disabled People, HIV & AIDS and Amakhosi (Traditional Leaders).

Financial Services:

Annual Financial Statements (AFS):

- The AFS for the financial year 2007 – 2008 were done in – house without the help / assistance of a Consultant

(Service Provider), due to the high capacity that has been employed by the municipality regarding the newly appointed standardized staff. The organogram for the Financial Service Department is almost filled up; hence the only vacant critical position is the Manager: Supply Chain Management (SCM). The Chief Financial Officer (CFO), Manager: Budget and Treasury and Manager: Income and Expenditure that are currently available in our municipality are well capacitated; hence the AFS have been done internally.

- The AFS were compiled as per the stipulations of the Auditor – General (AG), in terms of Generally Recognized Accounting Principles (GRAP) and Generally Acceptable Municipal Accounting Principles (GAMAP). They were submitted to the AG on time and compliance was confirmed.

Monthly Financial Reports:

- The monthly financial reports were done timeously and they were submitted to the Executive Committee (Exco) and Treasury. The report for each month was

submitted in the following months, as required in principle.

Adjustment Budget 2007 – 2008:

- The preparation of the financial mid – term review / adjustment budget was done and considered by the Council. The performance assessment and adjustment budget were adopted by the Council in March 2008.

Compliance to the Supply Chain Management (SCM) Policy:

- Financial Management Interns were appointed and interviews for the Manager: SCM were conducted but the municipality has yet to make an appointment.
- The new database system was developed in order to supplement our database to be more reliable. The procurement module was acquired with 6200 number of registered suppliers with HDI status available. Our database still has to be added in this SCM module with a clear indication of the local suppliers.

- The development of a tender register was completed. The register assists in determining the delays with regard to the appointment of the Service Providers. However, the delays are acknowledged and it is the area that we are working on, to get it right, hence the register is helping us as a tool to measure the delays and then come up with corrective measures to rectify the problem.
 - The suppliers were tried to be fairly rotated but sometimes we were forced to use same people time and again due to the following challenges:
 - Sometimes suppliers were not responding to quotations
 - Others did not have faxes / any other sophisticated and quick means of communication.
 - Even if you phone them sometimes their cellular phones were off and this resulted with no other alternative because most of them did not have Telkom lines other than cellular phones.
 - Separate file was opened for each individual contract, with all the details of the contractor, evaluation and adjudication reports, payments details etc.
 - Bids of at least R 100 000 were submitted to Treasury. This is a newly introduced compliance procedure for SCM regulations. Currently it is not as important as Section 71 reports as per the stipulations of the Municipal Finance Management Act (MFMA), Act 56 of 2003. However, in future it will be ensured that the reporting is done timeously.
 - The evaluation and adjudication of the tenders was done accordingly. When evaluating and adjudicating tenders HDIs, women, disabled, youth, locality, SMME components etc were considered without compromising the requirements as per the advertisement. The quotations for the renovation of community facilities were requested only from 20 emerging local contractors that were capacitated by the municipality.
- The Service Providers were tried to be paid within 30 days upon the receipt of the invoice. However, there were instances whereby they were not paid on time due to the following challenges:
- They gave invoices to the officials that were responsible for a particular event not the Finance Department, only to find that those officials submitted the invoices to the Finance Department very late without disclosing that he or she has received that particular invoice long time ago.

- Sometimes one would find that the invoice was misplaced by mistake.

Compilation of the Assets Register and Acquisition of the Assets Management System:

- The Assets Management System was acquired from the Service Provider referred to as Combined Systems. The linkage of the physical assets with its location and corresponding acquisition costs was done.
- The physical verification of the assets was challenging due to the problem of the assets lying all over the place as a result of relocation to the new municipal offices.

Salaries Management:

- The salaries were paid on the 20th of each month with the exception of March 2008 whereby they were delayed by few hours due to the load shedding by Eskom.
- The payroll was authorized before being submitted to the bank for processing.
- The Payday System was programmed in such a way that it allowed for the smooth processing of the salaries.

Development of fraud and risk prevention plan:

- The fraud and risk management plan was developed and tabled to the Council for comments; subsequently it was adopted in June 2008.

Development of delegation of authorities and Implementation of the Municipal Property Rates Act (MPRA)

- The MPRA policy was developed and adopted by the Council.
- The public participation programme for the MPRA was started in June 2008 but unfortunately postponed due to the flooding disaster that affected our municipal area, hence said to resume when the roads conditions are back to normal.
- The municipal valuer was appointed jointly with uMziabantu and Vulamehlo municipalities.
- Delegation of authorities was drafted and tabled to Council for comments, yet to be adopted.

